



# Effects of conflicts and technostress on employees' job performance and satisfaction in a work-from-home scheme

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## Abstract

This study investigated the work-from-home (WFH) experiences of 211 customer and service representatives, along with five team leaders, employed in the five top-ranking Business Process Outsourcing (BPO) companies in Pampanga, Philippines. It examined the effects of conflicts and technostress on the employee job performance and satisfaction. The study revealed that while quantitative analysis shows that family-work conflict has a negative effect on the job performance, qualitative data suggests that the WFH scheme permits BPO employees to balance their work and family obligations, despite statistical evidence of the opposing results. While quantitative results indicate that technostress, specifically techno-pile and techno-invasion, has a negative effect on job performance and satisfaction, qualitative findings emphasize the importance of computer know-how as well as other factors when measuring BPO employees' job satisfaction. The divergent findings between quantitative and qualitative data underscore the role of cultural, organizational, and contextual factors in shaping outcomes in WFH environments. This study underlines the difficulties of WFH relations, as well as the importance of employing a diversified approach to identifying and addressing the issues that WFH BPO employees confront. The findings of this research are vital for developing tailored interventions and shaping effective remote work policies in the BPO sector, aiming to mitigate challenges and enhance the overall WFH experience.

**Keywords:** *embedded mixed methods, conflicts, technostress, employee job performance, job satisfaction, WFH scheme*

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## 1. Introduction

The work-from-home (WFH) scheme, particularly in the Business Process Outsourcing (BPO) industry has grown in the past few years (Waghmare, 2021). Although working from home has many benefits for both employees and employers (Bick et al., 2021), it also presents unique challenges that might affect employee job performance (Delanoeije et al., 2019) and job satisfaction (Jostell & Hemlin, 2018). Employee work-family conflicts (Grant et al. 2019), family-work conflicts (Kazekami, 2020), and technological stress (Benzari & Torrès, 2020) have been discovered as possible challenges in the WFH environment.

Previous academic papers revealed valuable insights on the association between employee conflicts and employee job performance, however, the findings varied. For instance, work-family conflict was found to have a negative significant relationship with job performance among banking employees in Pakistan (Sultan & Akhtar, 2019), sea fearers in China (An et al., 2020), medical employees in Indonesia (Zain & Setiawati, 2018), and Romanian WFH IT employees (Mihalca, 2021). In contrast, Soomro et al. (2018) revealed that work-family conflict does not significantly affect employees' performance while family-work conflict revealed to have no correlation on employees' performance among teaching faculty members in Pakistan. Researchers from previous academic papers on techno-stress and employee performance also show contradicting results. For instance, techno-stress has been negatively associated with and job performance among IT Professionals in Chennai (Kanimozhi & Buvaneswari, 2019), academic staffs in Nigeria (Tagurum et al., 2017) and teachers in Mindanao, Philippines (Cahapay et al., 2021). According to Malik et al. (2021), techno-stress has a favorable impact on employees' performance as opposed to having negative impacts among university instructors in Pakistan. On the other hand, academic papers concerning techno-stress and job satisfaction from scholars revealed different findings. Techno-stress was revealed to have a negative effect job satisfaction among Polish ICT employees (Kot, 2022), educators in Pakistan (Nuzulia & Saputra, 2022), and China while working from home (Han et al., 2019). However, Hassan et al. (2018) found no significant links between technological stress and job satisfaction among school teachers in Malaysia.

Previous scholars also conducted studies on the association between conflicts and job satisfaction; results are inconsistent. For instance, the general findings of the study of Berger (2018) and Rahman et al. (2018) revealed that higher work-family conflict correlates with

lower job satisfaction, while higher family-work conflict correlates with lower job satisfaction among employees from various sectors in USA. Goudarzi (2017) also revealed that work family conflict has a negative relationship with job satisfaction among drilling company employees in Iran. However, conflict between family and work was revealed not related to job satisfaction in Korean hotel industry employees (Choi et al. 2018), Indonesian employees Purwanto (2020), and Qatari WFH employees (Lari, 2020).

Despite the existing body of knowledge, there are notable gaps in understanding the specific dynamics of conflicts and technostress on employees in a WFH scheme within the BPO industry. For instance, a study by Alfanza (2021) conducted in the Philippines found that long periods of telework could have negative impacts, such as a sense of loneliness, a blurring of work and home responsibilities that could cause conflict and a poor relationship with coworkers. The study of Kena et al. (2016) revealed that, on average, employees in a call center in the Philippines are experiencing technostress. Even while WFH has advantages, including shorter commutes and more control over one's schedule, it can be difficult to establish a distinct line between the work and personal lives of BPO employees (Mores, 2022). These conflicts and technostress could affect employee performance and job satisfaction.

Given the gap in the literature and the limited studies in the Philippine setting, this study opens a new insight into the formative discussion about WFH concerns, focusing on the intensified dynamic shift toward WFH in the BPO Industry in the Philippines using an embedded mixed methods analysis. Hence, this study investigates the effects of conflicts and technostress on employee job performance and satisfaction of BPO employees during the WFH scheme. The results of this study have practical implications on establishing management techniques, technology advancements, and HR policies to reduce conflict and technostress, which will eventually help employees have a more positive and satisfying remote work experience.

## **2. Literature Review**

### ***2.1. Work from Home in the BPO Industry***

Even before the pandemic, the WFH scheme was already adopted across the world because of the benefits to employees, such as rendering professional activity while at home, a more flexible work environment, and the promotion of greater employee autonomy (Tavares,

2017). But as Kossek and Lautsch (2018) highlight, many were unprepared for this sudden change, which resulted in differing levels of adaptability among organizations.

WFH suitability is highlighted by Kumar and Mathias (2020) in industries such as BPO and education. The BPO industry in the Philippines accounts for 10-15% of the global market, with a stable yearly growth rate of 10%. BPO are incessantly working in a WFH scheme in order to continue their employment (Cabello, 2022). The legal landscape further endorses WFH in the Philippines through Republic Act 11165, titled "Telecommuting as an Alternative Work Arrangement," encouraging remote labor. Telecommuting is defined as distant work in the Revised Implementing Rules and Regulations (IRR) issued by the Department of Labor and Employment (DOLE). Employers in the private sector can provide telecommuting programs that meet labor standards.

The legislative framework for WFH schemes in the BPO industry emphasizes program efficiency and allows operations to continue even when external disruptions occur. WFH, however, introduces new challenges in addition to its versatility such as conflicts (Mores 2022) and technostress (Kena et al. 2016), which may affect employees' job satisfaction and performance. Understanding the multifaceted nature of these hurdles is critical for maximizing the WFH experience and improving employee well-being in the BPO industry.

## ***2.2. Conflicts, Techno-stress and Employee Job Performance***

Employee job performance, either on-site or in a WFH environment, is a vital key manifestation of the company and an essential variable in academic work or research. According to da Costa and Loureiro (2019), job performance is a multifaceted concept of behavior that is required for organizations to achieve their activities and unique strategic goals. Literature revealed that employees' conflicts and job performance are critical aspects that can have a substantial impact on an organization's success. Slavković et al. (2022) revealed that teleworkers who deal with high levels of work-family conflict may experience distractions and stress, which may impair job performance. Similarly, excessive levels of family-work conflict can make it difficult to balance work and home duties, resulting in poor job performance. In addition, there is a significant relationship between family-work conflict, work-family conflict and job performance (Ajala, 2017). It is evident that many working from home employees have combined family and work roles while executing or performing their duties in their respective workplaces. In some cases, these roles are incompatible, and therefore cause work-family and

family-work conflict which have adverse concerns for both employees and organizations or companies particularly in the WFH scheme.

Technology has permeated not only personal but also the professional lives of individuals especially those who are in a WFH scheme of various companies. According to Hurbean et al. (2022), individual work performance of the teleworkers is positively associated to techno-overload and techno-invasion and negatively associated to techno-complexity. Employees exposed to a higher volume of technology and frequent technology interruptions tend to perform better in their work. However, complex technology use in the work can lead to decreased work performance (Hurbean et al., 2022). Lin and Wang (2020) support the argument that techno-complexity had a negative significant relationship on teleworkers performance while techno-overload have a significant positive relationship on teleworkers performance.

With the widespread use of information and communication technology in different organizations during remote working, techno stress has emerged caused by the individual's attempt to constantly deal with the use of technology in performing their work-related activities creating an impact to their job performance. Therefore, it is hypothesized that:

H<sub>1a</sub> Conflicts significantly affects employees' job performance.

H<sub>2a</sub> Technostress significantly affects employees' job performance.

### ***2.3. Conflicts, Techno-stress and Employee Job Satisfaction***

Aside from the performance of employees, employee job satisfaction is likewise an important construct and a huge factor used to determine employees' well-being (Benzari & Torrès, 2020). Indicators of job satisfaction include work itself, relationship with superiors, salary, and promotion (Dziuba et al., 2020). According to Hong et al. (2021), conflict between work and family domains can reduce job satisfaction. When employees face conflict between their work and home roles, it might cause stress, weariness, and dissatisfaction which can lower their total job satisfaction (Hong et al., 2021). Furthermore, work-family conflict and family work conflict were found to have negative consequences such as, negative correlation on job satisfaction among employees' working from home (Mohammed, 2022), job dissatisfaction (Landolf et al., 2020). These findings imply that conflict might have a major effect on workers' job satisfaction, particularly when it comes to remote employment in the BPO sector.

Studies showed that techno-stress can result to reduced efficiency, greater tardiness, and decreased job satisfaction. Suh and Lee (2017) revealed that techno-invasion led to greater strain resulting to a high level of techno-stress, which in turn reduced teleworkers' job satisfaction. Moreover, Ranathunga and Rathnakara (2022) revealed the significant negative correlation between techno-invasion and employees' job satisfaction during remote working but contradicts the non-significance of techno-overload and techno-complexity on WFH employees' job satisfaction. These findings imply that employee stress related to technology can have significant consequences on remote work success. This stress can be caused by insufficient technology, difficulties navigating new applications or platforms, and excessive screen time. Hence, this study hypothesized that:

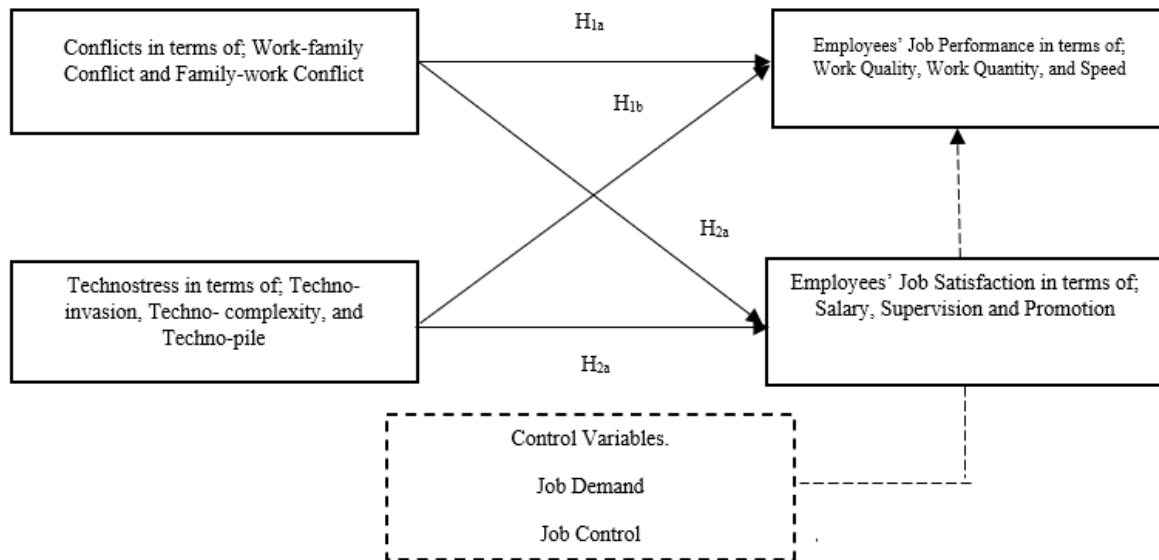
H<sub>1b</sub> Conflicts significantly affects employees' job satisfaction.

H<sub>2b</sub> Technostress significantly affects employees' job satisfaction.

Based on the established hypothesized relationships, the conceptual framework was formulated as shown in figure 1.

**Figure 1**

*Paradigm of the study*



The study incorporates control variables such as job demand and job control. The inclusion of control variables in the paradigm minimizes the possibility of other explanations for the observed connections between the independent and dependent variables. The paradigm

depicts the effects of job control and job demand on the job performance and satisfaction of BPO employees in the WFH scheme.

### **3. Methods**

#### ***3.1. Research Design***

This study employed a mixed-methods approach, which include a combination of qualitative and quantitative data as part of the research process in addition to data collecting direction and analysis (Creswell & Clark, 2003). An embedded mixed methods technique was utilized, which Edmonds and Kennedy (2017) describe as simultaneous collection of both quantitative and qualitative data, followed by the comparison and integration of these various data sources. This approach entails gathering various complementary data on the same phenomenon. The quantitative design was used as the primary method of the study while qualitative findings (experiences of BPO employees with their performance and job satisfaction concerning conflicts and techno-stress during WFH scheme) either confirm or contradict the statistical findings using side by side comparison.

The design incorporates control variables (job demand and job control), which are crucial for examining workplace dynamics like job satisfaction and performance. These variables can improve the validity and reliability of the quantitative findings and provide deeper insights into the phenomenon under study. These were used to limit the influence of both confounding and other extraneous variables. According to Chandra et al. (2015), control variables help and support establishing a correlation between the variables of interest and help avoid the so-called research bias. Control variables job demand and job control variables were measured using single-item questions. There are no measurement problems because control variables were evaluated by the employees'-respondents-informants using single-item questions.

#### ***3.2. Sample and Sampling Technique***

The number of employees of the select BPO companies in the province of Pampanga, namely Ttech, Concentrix, Sutherland Global, Alorica, and TaskUs, was derived from the study of Mallari (2023). For the quantitative phase, the selection of BPO employees was done through convenience sampling technique. Respondents were selected depending on their willingness to participate and ease of availability while working from home. These BPO

employees were (i) employed in the BPO company regardless of gender and marital status, (ii) with customer relationship management activities for either voice or non-voice accounts for at least one (1) year, and (iii) under the WFH scheme. However, only 211 responses (see table 1), were retrieved during the conduct of the study and were included in the data processing and statistical treatment of data.

**Table 1**

*Respondents of the study*

Company	Number of Employees	Number of Respondents	Percentage
BPO 1	325	37	17.54
BPO 2	528	53	25.12
BPO 3	374	50	23.70
BPO 4	336	22	10.43
BPO 5	418	49	23.22
<b>Total</b>	<b>1981</b>	<b>211</b>	<b>100</b>

Five (5) employees from the quantitative phase or one equivalent per BPO Company participated in the semi-structured interview. The selection of the informants was through purposive sampling. To qualify as one of the five informants in the qualitative phase, employees were (i) employed as team leader for at least 1 year, and (ii) with no prior WFH experience regardless of marital status and gender.

### **3.3. Research Instrument**

The study used an adapted modified survey questionnaire from five related studies. Part 1 includes employee conflict indicators comprising work-family and family-work types of conflict (Mansour & Tremblay, 2016), part 2 consists employee technostress indicators including techno-pile, techno-invasion, and techno-complexity (Farid et al., 2021), part 3 consists of employee performance indicators referring to work quality, work target, and speed (Marasigan, 2020), part 4 consists job satisfaction indicators such as salary, supervision, and promotion (Zorlu, 2012), and part 5 consists of single-item questions for the control variables regarding job demand and job control (Chandra et al., 2015). The questionnaire was carefully modified for the present study. To enhance the relevance of the questionnaire with the changing dynamics of the BPO sector and the issues associated with the WFH scheme, wording



and format changes were made to capture the intricacies of conflicts, techno-stress, job performance, and satisfaction in remote work environments. Despite these changes, the modified survey remained thoroughly focused, with no additional items beyond those required to achieve the study objectives. This allowed it to be brief while also gathering significant data for study. Four-point Likert scale was used to evaluate the level of conflicts, technostress, job demand, and job control.

The measure of internal consistency through Cronbach alpha was 0.927 on the 9 items of employee conflicts as to work-family conflict and family-work conflict, 0.934 on the 14 items of employee technostress in terms of techno-pile, techno-invasion, and techno-complexity, 0.946 on the 30 items of level of employees' job performance during the WFH scheme in terms of work quality, work target, and speed, and 0.886 on the 10 items of level of employees' job satisfaction in terms of salary, promotion and supervision. The coefficient of reliability confirms that the items are acceptable.

In qualitative data collection, a semi-structured interview was used. The copy of the interview guide questions was based on the quantitative adapted survey. The set of guide questions were open-ended questions focused on how conflicts and technostress affect job performance and satisfaction during the WFH scheme. The interview provided an opportunity for the informants to express the conflicts and technostress experienced in the performance of their job and achieving satisfaction during the WFH scheme. Both instruments were validated by four experts (HR personnel, a team leader from a BPO Company, a professor from academe, and a licensed Guidance Counselor) to ensure that the instruments are aligned with the research objectives of the undertaking.

### ***3.4. Data Collection Procedure***

The data collection for the quantitative (Google forms) and qualitative (virtual semi-structured interview) phases was done in concurrent timing using social media platforms such as online communities to look for the target participants. BPO online community groups were carefully selected to ensure that only employees from the select BPO company participated in the study. Participants were informed that (i) the participation for the study was arbitrary, (ii) they were allowed to withdraw anytime just by closing the Google Form, (iii) only those team leaders who were willing to participate on the interview for qualitative phase was considered, (iv) all responses for both quantitative and qualitative phase were anonymized, (v) the

researcher have no financial, professional, or personal relationships with the select BPO companies they are employed and, (vi) should they feel distressed while completing the survey or during the interview questions or clarifications be entertained by the researcher.

### ***3.5. Data Analysis***

Using multiple regression analysis, the quantitative data were used to analyze the effects of conflicts and techno-stress on employees' productivity and job satisfaction. R-squared measures the predictability of job outcomes; beta coefficients assess the effect size of conflicts and technostress; ANOVA examines the overall model significance; and T-tests reveal the significance of each individual coefficient. Meanwhile, hierarchical regression analysis was utilized to test the significant effect of job demand and job control on the relationship between the variables.

A thematic analysis akin to Creswell's (2013) approach was used to understand the quantitative data since qualitative is not just limited to text-based data, which takes the form of interview transcripts, documents, interpretations, and descriptions. The process begins with familiarizing researchers with the gathered data, and then it entails systematic coding to find themes and patterns pertaining to employee conflicts and technostress. Afterwards, by grouping related codes together, researchers would look for overarching themes. They would then go over and improve these codes to make sure they were coherent and relevant. To aid with understanding, themes would then be identified and arranged.

In the mixed method phase, the researcher utilized data integration through a side-by-side comparison adopted from the study of Razali et al. (2019). The main purposes of data integration are illustration, validation, and development and achievement of the richness of data (Creswell et al., 2013).

## **4. Results**

The research was conducted to determine the significant effect of conflicts (work-family conflict and family-work conflict) on job performance using multiple regression equations. It was hypothesized that these predictors will significantly affect job performance. The results presented on table 2 revealed that the combination work-family conflict and family-work conflict only explained 5.3% of the variance in employee job performance,  $R^2 = .053$ .  $F(2.208) = 5.848, p < .003$ . It is noteworthy, nonetheless, that the  $R^2$  value of 5.3% suggests that

the predictor variable conflict have a relatively low explanatory power. Specifically, work-family conflict was not found to have a significant effect on job performance ( $\beta = .022$ ,  $t = .215$ ,  $p > .830$ ). Conversely, family-work conflict shows significant effect on job performance ( $\beta = -.247$ ,  $t = -2.328$ ,  $p < .018$ ).

**Table 2**

*Regression analysis on the effect of conflicts and technostress on job performance*

Predictor Variables/s	Outcome Variable/s	Estimates	SE	$\beta$	t	p
Constant		3.32	.12		26.729	.000
Work-Family Conflict		.02	.09	.022	.215	.830
Family-Work Conflict		-.18	.08	-.247	-2.328	.018*
<b>Overall Conflict</b>	<b>Job Performance</b>	<b>-.02</b>	<b>.07</b>	<b>-.211</b>	<b>-3.114</b>	<b>.002*</b>
Constant		3.15	.12		27.417	.000
Techno-pile		-.12	.06	.198	2.126	.035*
Techno-invasion		-.24	.08	-.348	-3.100	.002*
Techno-complexity		.05	.07	.063	.713	.477
<b>Overall Technostress</b>	<b>Job Performance</b>	<b>-.08</b>	<b>.06</b>	<b>-.100</b>	<b>-1.448</b>	<b>.149</b>

Note: \*p<. 05

The study revealed that overall conflict has negative effect on job performance ( $\beta = -.211$ ,  $t = -3.114$ ,  $p < .002$ ). Thus, the alternative hypothesis of the study is accepted.

In terms of the multiple regression equation test of techno-stress (techno-pile, techno-invasion, and techno-complexity) on the job performance, it was predicted that these factors would have a significant effect on job performance. However, the results showed that the combination of techno-pile, techno-invasion, and techno-complexity only explained 1.0% of the variance in employee job performance,  $R^2 = .010$ .  $F(1.209) = 2.097$ ,  $p < .149$ . This shows that the explanatory power of these variables evaluated collectively to predict job performance is not significant. Specifically, the results revealed that techno-pile ( $\beta = .198$ ,  $t = 2.126$ ,  $p < .035$ ) and techno-invasion ( $\beta = -0.348$ ,  $t = -3.100$ ,  $p < .002$ ) significantly affect job performance.

However, techno-complexity has no significant effect on job performance ( $\beta = .063$ ,  $t = .713$ ,  $p > 0.477$ ). The  $\beta = -.100$ ,  $t = -1.448$ ,  $p > 0.149$  confirmed that the effect of overall technostress on job performance while working from home is not statistically significant.

**Table 3**

*Significant effect of conflicts and technostress on job performance as controlled by job demand and job control*

Predictors	Employees' Job Performance			
	$\beta$	p	$R^2$	$\Delta R^2$
Job Demand, Job Control (Step 1)			0.091	
Job Demand, Job Control, Conflicts (Step 2)	-0.126	0.078	0.105	0.014
Job Demand, Job Control, Technostress (Step 2)	-0.027	0.660	0.092	0.001

The step 1 of the hierarchical regression analysis of  $R^2$  value of .091 on table 3 revealed that job demand and job control explained 9.1% of job performance variance with  $F(2.208) = 10.418$ ,  $p < .000$ . In step 2, the  $R^2$  value of .105 revealed that the inclusion of employees' conflicts explained for 10.5% of employees with  $F(3.207) = 8.000$ ,  $p < .078$ . Step 2 of the hierarchical regression analysis also revealed that, along with job demand and job control, conflicts explain to  $\Delta R^2$  value of .014 additional variance in job performance. The 1.4% additional variance was not statistically significant. The inclusion of techno-stress explained for 9.2% of WFH BPO personnel, with  $F(3.207) = 6.983$ ,  $p < .660$ , based from  $R^2$  value of .092. Step 2 of the hierarchical regression analysis also showed that techno-stress explains to  $\Delta R^2$  value of .001 additional variance in job performance along with job demand and job control. There was no statistical significance for the 1% additional variance.

Multiple regression analysis was utilized to test the hypothesis that conflicts have significant effect on job satisfaction. The test presented on table 4 revealed that the combination work-family conflict and family-work conflict explained 15.2% of the variance in employee job satisfaction,  $R^2 = .152$ .  $F(1.209) = 37.45$ ,  $p < .000$ . This suggests that a significant percentage of variance in job satisfaction can be attributed to these conflicts taken

collectively. The family-work conflict shows to have a significant effect on job satisfaction while working from home ( $\beta = -.258$ ,  $t = -2.625$ ,  $p < 0.009$ ).

**Table 4**

*Regression analysis on the effect of conflicts and technostress on job satisfaction*

Predictor Variables/s	Outcome Variable/s	Estimates	SE	$\beta$	$t$	$p$
Constant		3.36	.13		27.18	.000*
Work-Family Conflict		-.16	.10	-.158	-1.610	.109
Family-Work Conflict	Job Satisfaction	-.21	.08	-.258	-2.625	.009*
<b>Overall Conflict</b>		<b>-.42</b>	<b>.07</b>	<b>.390</b>	<b>-6.120</b>	<b>.000*</b>
Constant		3.63	.11		32.689	.000*
Techno-pile		.06	.05	.084	1.059	.291
Techno-invasion	Job Satisfaction	-.52	.08	-.661	-6.887	.000*
Techno-complexity		.08	.07	.090	1.194	.234
<b>Overall Technostress</b>		<b>-.43</b>	<b>.06</b>	<b>-.459</b>	<b>-7.475</b>	<b>.000*</b>

Note: \* $p < .05$

However, work-family conflict has no significant effect on job satisfaction ( $\beta = -.158$ ,  $t = -1.610$ ,  $p > 0.109$ ). The  $\beta = .390$ ,  $t = -6.120$ ,  $p < .000$ , revealed that overall conflicts have significant effect on job satisfaction while working from home. In addition, techno-pile ( $\beta = 0.084$ ,  $t = 1.059$ ,  $p > 0.291$ ) and techno-complexity ( $\beta = 0.090$ ,  $t = 1.194$ ,  $p > .234$ ) revealed no significant effect on job satisfaction. However, techno-invasion has significant effect on job satisfaction ( $\beta = -0.661$ ,  $t = -6.887$ ,  $p < 0.000$ ). Overall technostress shows negative effect on job satisfaction ( $\beta = -.459$ ,  $t = -7.475$ ,  $p < 0.000$ ). Thus, the alternative hypothesis of the study is accepted.

The step 1 of the hierarchical regression analysis of  $R^2$  value of .223 on table 5 showed job demand and job control explained for 22.3% of job satisfaction variance with  $F(2, 208) = 29.912$ ,  $p < .000$ . The  $p$ -value indicates that the regression model is very statistically significant.

**Table 5***Significant effect of conflicts and technostress on job satisfaction as controlled by job demand and job control*

Predictors	Employees` Job Satisfaction			
	$\beta$	p	$R^2$	$\Delta R^2$
Job Demand, Job Control (Step 1)			0.223	
Job Demand, Job Control, Conflicts (Step 2)	-0.332	0.000	0.318	0.095
Job Demand, Job Control, Technostress (Step 2)	0.369	0.000	0.335	0.112

In step 2, the  $R^2$  value of 0.318 demonstrated that the inclusion of conflicts accounted for 31.8% of employees  $F(3.207) = 28.624, p < .000$ . Results showed that employee conflicts, in addition to job demand and job control, contributed to an additional variance in job satisfaction with an  $R^2$  value of .112. This additional variance of 11.2% was statistically significant.

**Table 6***Themes generated from the interview*

Themes	Informants Responses
Unaffected job performance in the presence of work-family demands vice-versa and computer tech during remote work	<p>"So far sir, I haven't encountered any problems with duties at home and deliverables while working at home." (Male, age 27)</p> <p>"Not at all. I haven't had any problems with work and my family demands now that we work from home." (Male, age 24)</p> <p>"So far, I was able to manage my work performance, satisfaction and family responsibilities." (Male, age 34)</p> <p>"The computer sir is a big help in our work since we rely on the computer for all of our deliverables." (Male, age 27)</p> <p>"Computer-related technology, sir, is a necessity for us who work in BPO, so that we can achieve job performance." (Female, age 39)</p> <p>"I didn't encounter any problems in using the computer, just like my answer earlier, in our work we need it, and we have to study, to learn how to use it." (Male, age 24)</p> <p>"You will not be able to perform well if you will not learn these computer-related technologies." (Male, age 34)</p> <p>"And computer technology matters in our deliverables, without this we are inefficient." (Male, age 29)</p>

Themes	Informants Responses
Job satisfaction unaffected by computer tech and work-family demands vice-versa in remote work.	<p>"I never encountered any significant problem or conflicts and was satisfied with my job while I am working from home." (Male, age 27)</p> <p>"I am very satisfied with my job; I also have time to go out with my family." (Male, age 24)</p> <p>"I am content and satisfied with my job, since I have more time now with my family." (Male, age 34)</p> <p>"As a single Mom, I never experienced conflicts with my family duties and work duties, and I must say I am satisfied with my work." (Female, age 39)</p> <p>"The opportunity to work and be with my kids and wife at the same time really makes me feel satisfied with my present job." (Male, age 29)</p> <p>"In the case of our work technology helps us a lot to be efficient." (Female, age 39)</p> <p>"As a BPO employee, computer related technologies really help us to fulfill our tasks easily and that makes us feel satisfied in our job." (Male, age 34)</p> <p>"As a BPO employee working from home, my use of computer-related technologies has a significant effect on how well I accomplish my job and satisfaction as well." (Male, age 29)</p>

Several themes emerge from the interview concerning the effects of conflicts and techno-stress on the job performance and satisfaction. Table 6 shows that informants often have no difficulty balancing their work responsibilities and family obligations when working remotely. There is wide acceptance that computer technology, specifically computers and related technologies, is critical for job performance. They understand the need for learning and utilizing computer-related technology for effective job performance during WFH scheme. There is also an acknowledgement that computer expertise improves job performance and efficiency, which is critical for meeting deliverables.

Informants describe high levels of job satisfaction, despite the prevalence of work-family obligations and the need for computer technology while working from home. They emphasize that being able to balance work and family life has beneficial effects on job satisfaction. Parents, in particular, express satisfaction with their ability to balance work and family commitments. They underline the value of computer-related technologies in facilitating duties and increasing job satisfaction. The employment of computer-related technology is associated with job satisfaction.

## 5. Discussion

The integration of quantitative and qualitative findings provides insight on the dynamics of work-family conflict, and job performance. Quantitatively, the study showed that while work-family conflict had no significant effect on job performance, family-work conflict revealed a significant effect. This implies that family-work conflict harms job performance among WFH BPO employees. Furthermore, overall conflict was found to have an adverse effect on job performance. In addition to these findings, informants' personal experiences demonstrate the seamless balance they establish between job responsibilities and family obligations while working from home. Despite statistical results indicating that family-work conflict has adverse effects on job performance, employees are, in general, able to harmoniously manage their familial and work responsibilities when working remotely. As a result, integrating quantitative and qualitative data offers a more complex picture. While quantitative result indicates that family-work conflict has a detrimental effect on job performance, qualitative data analysis reveals that employees consider remote work as an effective means to manage household duties. This shows that, despite the statistical significance of family-work conflict, individuals may have developed coping strategies or techniques to mitigate the effects on job performance while working from home.

The study findings contradict to that of Slavkovi (2022) on the note that employees working from home with high levels of work-family conflict may encounter distractions and stress, which may hinder job performance. Similarly, significant levels of family-work conflict can make balancing work and home tasks difficult, leading to poor job performance. Ajala (2017) also discovered a substantial association between family-work conflict, work-family conflict, and job performance. Inconsistency on the results of the present to that of Slavkovi (2022) could be caused by differences in samples or cultural circumstances. Cultural variations, corporate rules, and job roles all have the potential to influence the dynamics of work-family conflict as well as the effectiveness of social support mechanisms.

The results further show that techno-pile and techno-invasion have a substantial effect on job performance while techno-complexity shows no significant effect on job performance. These are consistent with the employee insights gathered from the interview on the importance of computer technology for job performance. Thematic data illustrate that informants recognize the relevance of computer proficiency for effective job performance during WFH scheme. Both methods showed consistency that exposure to high levels of techno-pile, which



indicates an extensive number of technological resources, improves job performance. Conversely, the negative effect of techno-invasion on job performance supports the concept that excessive technological intrusion can impede productivity.

The findings revealed contradiction between the quantitative statistical data and qualitative data. While the qualitative data reveal that computer competence contributes a significant part for enhancing job performance, the quantitative findings suggest that techno-complexity is not a substantial source of technostress. This shows that, while computer ability is recognized as beneficial, the complexity of technology may not be a substantial barrier to job performance. The quantitative findings provide empirical support to few qualitative findings, such as the effect of techno-pile and techno-invasion on job performance. However, there are certain nuances to consider, such as the disparity in the significance of techno-complexity, which may necessitate additional investigation to reconcile with qualitative understandings of the importance of computer competence for job performance.

The literature generally confirms the integrated findings of the current study. For instance, Hurbean et al. (2022) revealed that numerous technological resources and proper assistance improve job performance. While the current study found no significant effect of techno-complexity and job performance, Hurbean et al. (2022) argue that sophisticated technologies can contribute to poorer performance. Additionally, Li and Wang (2020) discovered a negative association between techno-complexity and job performance, which contradicts the findings of the quantitative results of the present study. However, Li and Wang (2020) finding of the beneficial effect of techno-overload on job performance is consistent with the current understanding of techno-invasion's negative effect on job performance.

The integration of quantitative and qualitative findings sheds insight into the multifaceted effects of conflicts on job satisfaction among WFH BPO employees. The quantitative results show that family-work conflict has a substantial effect on job satisfaction, which is in line with the qualitative findings that emphasize the importance of harmonizing work and home life for overall job satisfaction. Despite the presence of family-work conflict, which has a detrimental effect on job satisfaction, qualitative data indicate that employees sustain a satisfactory level of job satisfaction, presumably due to their perceived ability to effectively manage their work and home responsibilities. It is worth mentioning that, while family-work conflict affects job satisfaction, it is not found to have a significant effect on workplace performance, based on the quantitative data. This demonstrates that individuals may

be able to maintain their work and family obligations at a certain level, allowing them to continue working efficiently even when confronted with family-related issues.

The findings from both methods show that family-work conflict has a significant negative effect on job satisfaction. This is consistent with prior studies, such as Hong et al. (2021), on conflicts in between work and family domains leading to decreased job satisfaction. Surprisingly, the quantitative data reveal that, while family-work conflict affects job satisfaction, it has no substantial effect on job performance. This study contradicts prior studies, like Mohammed's (2022), which found a negative association between work-family conflict and job satisfaction. However, this study supports the idea that people may, to some extent, divide their work and family responsibilities, allowing them to maintain workplace effectiveness even when dealing with family concerns.

The quantitative results show that technostress, namely techno-invasion, has a substantial effect on job satisfaction. However, the qualitative data show that employee job satisfaction can be affected by a larger range of characteristics, including work-life balance and autonomy. The qualitative findings explain how techno-pile and techno-complexity may not have had a significant effect on job satisfaction. It has been suggested that, while these variables may contribute to techno-stress, they are less crucial for predicting total job satisfaction than factors such as techno-invasion. The combined qualitative and quantitative analyses show that technostress has a considerable negative effect on job satisfaction. This highlights the importance for BPO organizations to address not solely techno-stress but also other work-related issues to increase job satisfaction and overall well-being among WFH employees.

The current findings support the earlier conclusions on the negative effect of techno-invasion on employee job satisfaction, as revealed by Ranathunga and Rathnakara (2022). Furthermore, Suh and Lee (2017) discovered that WFH employees under higher pressure experienced considerable levels of technostress, which had a negative effect on job satisfaction. This demonstrates that techno-invasion and associated pressures have a major effect on employee satisfaction while working remotely. However, similar to the findings of the current study, the negative effect of techno-pile and techno-complexity on job satisfaction, based on findings by Suh and Lee (2017) and Ranathunga and Rathnakara (2022), may indicate that while these variables are associated with technostress, they may not have comparable effects on total job satisfaction as techno-invasion.

## 6. Conclusion

The complex nature of WFH context is highlighted by the inconsistencies between quantitative and qualitative findings of the study. These conflicts are a result of methodological differences, such as the emphasis on standardized metrics in quantitative research against the investigation of subjective experiences in qualitative inquiries. Furthermore, cultural norms and organizational processes, among other contextual elements present in the WFH BPO setting, may have an effect on employees' experiences in ways that are not fully captured by quantitative measurements. The complexity of work-family dynamics and techno-stress adds to the complexity of the situation; qualitative research provides a more nuanced understanding of people's coping strategies and sense of balance. Also, the objectivity of quantitative measurements contrasts with the subjectivity of qualitative data, emphasizing the necessity of taking both viewpoints into account in thorough analysis.

The findings have various practical implications for firms that employ BPO employees involved in the WFH scheme. BPO companies should recognize and deal with conflicts between personal and professional obligations, as well as vice versa, among WFH employees, because they have significant effects on job performance. To help WFH employees better manage their time, BPO firms might provide flexible scheduling alternatives such as staggered hours or shorter workweeks. Implementing targeted support services for working parents, which might include virtual parenthood groups or childcare options, may improve employees' job satisfaction. BPO companies may consider implementing "Digital Sabbath" practices, giving employees one day off per week to disengage from technological devices and focus on physical activities. To mitigate the effects of technostress on job satisfaction, gamifying the learning process of computer-related technologies or developing peer-to-peer learning programs within the WFH scheme can make technology education more entertaining and effective.

Further research could aim to include a larger and more diverse sample of respondents from a wider range of BPO companies, which is considered as one of the limitations of the present study. A larger and more diverse sample of respondents would increase the findings' generalizability and provide a more comprehensive understanding of the experiences of BPO employees under the WFH scheme. Future studies should use longitudinal research, taking into account both subjective experiences over time and objective measurements, in order to reconcile the inconsistencies between quantitative and qualitative data. Finally, future studies

might examine other aspects such as social support, work-life balance practices, and organizational support that may have an effect on job performance and satisfaction in the context of remote work. Investigating such elements may lead to a better understanding of workplace operations.

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